



## Equality and Diversity in Police Scotland 2013

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**POLICE**  
SCOTLAND

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## Foreword



I take pride in presenting the first diversity and equality report for Police Scotland. While it has been written in response to our requirement to publish a report on how we are integrating the general equality duty into the functions of our organisation, I regard it as much more than a legal obligation. It has enabled me to not only look forward, detailing how equality and diversity will fit within our new service, but to also pay tribute to work done in the past, highlighting areas of good practice from across the country. I am heartened that Police Scotland has been able to start from a position of strength due to the hard work undertaken by the legacy forces and agencies.

Crime in Scotland is at a 37 year low and public confidence is high, however we cannot be complacent and as we move forward we will continue to work with all sections of the community, including the most vulnerable, to ensure that we improve our service. By making our organisation reflective of the communities we serve, we hope to increase the public's trust and confidence in us, keep people safe and make policing responsive and accessible to all.

The strategic Equality Outcomes published within this report have been developed in consultation with key stakeholders, equality organisations and community groups and I would like to thank them all for their valued contribution to this work. These outcomes reinforce Police Scotland's continued commitment to equality and the activity they drive, along with the ongoing mainstreaming work, will ensure that we deliver the best possible service to all communities in Scotland.

A handwritten signature in black ink, appearing to read 'S. House', with a long horizontal line extending to the right.

Stephen House  
Chief Constable

## Introduction

This report is written during a period of great change for policing in Scotland. On 1st April 2013, the Police Service of Scotland (known as Police Scotland) came into being, combining the eight existing Scottish local police forces, the Scottish Police Services Authority (SPSA) and the Scottish Crime and Drug Enforcement Agency (SCDEA). This change gave us the chance to shape a new service, to redefine our purpose and focus, and to impact on not only how we do business but the behaviours and cultures within our organisation. We are aware of the challenges we face undergoing transition at this time of austerity (particularly the impact of reform on our people) and our values of integrity, fairness and respect become immediately relevant.

The reform of policing in Scotland is an opportunity to improve the way all citizens receive the protection and service they are entitled to. This is recognised in the new policing principles safeguarded within the Police and Fire Reform (Scotland) Act 2012.

### Our Purpose

To improve the safety and wellbeing of people, places and communities in Scotland

### Our Focus:

Keeping people safe

The introduction of the Equality Act 2010 simplified the legal obligations on the service, and the related specific duties gave us the chance to write this report at such a critical time. It is arguable that the essence of the general equality duty is to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. This is at the heart of the strategic aims of police reform, namely to:

- Strengthen the connection between services and communities
- Create more equal access to specialist support and
- Protect and improve local services

In this report we comply with our specific duties to publish and/or report on:

- Mainstreaming the equality duty
- Equality outcomes
- Employee information
- Gender pay gap information
- Statement on equal pay
- Equality impact assessment
- Criteria and conditions in relation to public procurement

We will focus both on what we have achieved as 10 policing organisations and what we aspire to as we move forward together as Police Scotland.

Since the murder of Stephen Lawrence and subsequent inquiry report, diversity and equality considerations have matured and become more integrated into policing. The moral, ethical and business reasons for advancing equality have been key business drivers and the Service takes pride in being a recognised public sector leader in this area. We strive to get things right first time, but we also focus on mistakes we have made in the past to work out how we must change for the future.

We understand that we need the active consent of communities to achieve our purpose and focus, therefore our approach is to be a police service that listens and responds. In addition, we

realise our service delivery is inextricably linked to the way we treat our own staff, and we cannot build confidence in one without the other. You will see how we intend mainstreaming equality into our day-to-day work reflected throughout this report as we outline our values, code of ethics, commitment to human rights and strategic equality and diversity outcomes.

## Leadership

Leadership on equality and diversity has long been recognised as critical in building the necessary cultures and behaviours within the workplace to ensure we deliver a high quality service relevant to people's needs. The ability to influence and provide guidance is necessary at all levels within the organisation, in our staff associations and also from those we regard as 'critical friends' and work in partnership with.

Over the past 15 years, national governance and leadership has been at the forefront of key strategic developments in equality and diversity.<sup>1</sup> The direction of the service was set by a national committee of senior executive officers, chaired by a chief constable, who met on a quarterly basis. The committee were supported in these actions by many subgroups that progressed actions and activities by issue or equality group.

At a local level, within each legacy force, deputy chief constables traditionally had responsibility for championing equality and diversity. They set up governance/support structures that met their local needs and allowed them to positively influence service delivery and people matters. These structures have evolved from being bodies that focused on race issues to consideration of the protected characteristics<sup>2</sup> and mainstreaming requirements.

Individual forces were then held to account for delivery in equality and diversity matters by elected members of the local authority fulfilling their statutory duty as a police authority or joint police board. Since 2003, this scrutiny has come under the auspices of delivering best value, our requirement to show continuous improvement and consider equality of opportunity in all that we do. In the recently published overview report of Best Value in police authorities and police forces in Scotland,<sup>3</sup> Her Majesty's Inspectorate of Constabulary for Scotland and Audit Scotland concluded that:

'Scottish police forces have demonstrated clear leadership of their equality agendas and taken actions, such as equality impact assessments, to address equality issues. This is reflected in their workforces becoming more diverse.'

### Case Study

In 2011/12, following an inquiry into the handling of the police investigation into the death of Simon San, the deputy chief constable, Lothian and Borders Police instigated a review of Critical Incident Management. The police service defines a critical incident as:

'Any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, their family and/or the community.'

This is a broad definition that needs a clear understanding of the impact of other crimes and incidents on victims, their families and the wider community. This definition, along with existing guidance from England and Wales, formed the basis of a new policy. This policy was developed with help from a reference group formed from representatives across the force.

The new policy was designed as a way to make sure procedures are fit-for-purpose and complement existing policies (i.e. Murder Investigation Manual, Major Incident Plan). It focused on the identification and escalation of critical incidents, and specifically considers the challenges

1 See Strategic Direction, p9

2 The public sector equality duty covers the following protected characteristics: age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation (marriage and civil partnerships in relation to discrimination only).

3 Best Value in police authorities and police forces in Scotland, Audit Scotland 2012

around incidents with a diversity or Hate Crime element. It seeks to help ensure appropriate internal and external advice is looked for as soon as possible after the event, and also guides officers towards giving greater consideration to repeat victims, particularly within minority communities.

The policy was completed in January 2012. Subsequently, cultural awareness advice has been sought and diversity lay advisors invited to become involved at an early stage in a number of high profile and significant incidents, including: murder; honour based violence; same-sex marriage protests; and missing person investigations.

This work continues today, with a national policy agreed for Police Scotland and a strategic level training exercise piloted at the Scottish Police College. This training is currently being delivered to senior officers across the country in support of the new policy.

During 2012, police reform offered an opportunity to look wider than the governance structures supporting leadership, and consider a holistic approach to culture and behaviours. The service undertook significant work to develop the purpose, vision and values of Police Scotland. Two executive officers embarked on a national programme of engagement to identify cultural issues relevant to police reform and consider what policing style was required to support 'policing by consent'. This was carried out at the same time as an academic study of cultural issues and the development of values and a code of ethics.

This extensive programme of activity led to the adoption of:

- The organisational Purpose and Focus articulated in our introduction.
- The adoption of a Code of Ethics for policing in Scotland, revolving around three core values - Integrity, Fairness and Respect - and a commitment to human rights.<sup>4</sup>
- A National Decision Making Model for Scotland. This decision making tool puts our values and human rights at the centre of all our decision-making.

Work is now ongoing to ensure that our staff are clear as to why a values based service is important and to deliver and embed the Purpose, Focus, Code of Ethics and National Decision Making Model within our new organisation. The chief constable has made a personal commitment to this work that will be integral to mainstreaming the general equality duty within Police Scotland and our service delivery. Importantly, every new recruit to the service will swear an oath of commitment to the three core values and human rights.

Deputy Chief Constable Designate, Neil Richardson, is the strategic lead for equality and diversity. He heads a small team that is working to assist in mainstreaming equality and diversity principles across the service. It will ensure compliance with equality duties across the organisation at a strategic level and ensure a cohesive approach to embedding equality and diversity within the organisation from local policing to the force executive.

## Case Study

In 2008, Grampian Police, assisted by various national sub-groups and partners across Scotland, developed and launched a national diversity booklet. This was designed to be a portable, quick point of reference for staff who, in the course of their duties, might need some help when engaging with people from and across protected groups.<sup>5</sup> Hard copies of the booklet were distributed to all forces in Scotland and it has remained a resource on the national website and via force intranet systems.

4 See Appendix 1

5 The term 'protected groups' refers to 'people who share a relevant characteristic'

This booklet has recently been revised to make sure it represents the introduction of the Equality Act 2010 and the ever changing and forward thinking environment of equality and diversity work. This document has now been published and is available for all Police Scotland staff.

We are keen to make the best use of information technology, with developments including the creation of a diversity knowledge hub and national stakeholder database to help staff completing equality impact assessments.

Consideration is also being given to the developing Police Scotland governance framework, and where best to include both staff and service delivery, equality and diversity business. Traditionally in the Service, this has sat parallel to mainstream activity and we are keen to integrate the two elements without losing any focus on equality and diversity.

The Scottish Police Authority (SPA) is the new body responsible for holding the chief constable to account and scrutinising whether we are delivering a best value service and fulfilling our legal obligations. It will use many methods to do this, including performance information, requesting reports on specific areas of business, and directly questioning the chief constable and his senior leadership team. This will help ensure public accountability. External scrutiny will continue to be provided by Her Majesty's Inspectorate of Constabulary for Scotland and the Auditor General.

## Case Study

In recognition of the value diversity and equality has in strategic planning, Fife Constabulary embedded the development of equality outcomes throughout its Local Policing and Multi-Member Ward Plans. By acknowledging the significance equality and diversity has in areas such as partnership working, consultation and engagement and tackling hate crime, Fife also included the work of its Lay Advisors Group, to advise, scrutinise and inform policy, service delivery and ongoing local police initiatives.

'Equalities' is a standing agenda item at key monthly performance meetings with local area chief inspectors to ensure Fife continues to mainstream equalities throughout its internal and external functions, to ensure that equality considerations are built in from the beginning, rather than bolted on at the end.

This work will be progressed at the heart of Fife's diverse communities by an Enhanced Community Engagement Model which links and harmonises local authority partners, police and third sector organisations' service delivery, which will allow Police Scotland to meaningfully contribute to the Fife joint framework for equality and diversity.

Police Scotland has taken the opportunity to consider its approach to ensuring the inclusion of equality and diversity in the structures of the new service. Our intention is to make sure that each division/department is aware of how equality issues impact on their area, and takes responsibility for addressing these issues. Specialists, as mentioned below, will be available to provide national and local advice and support.

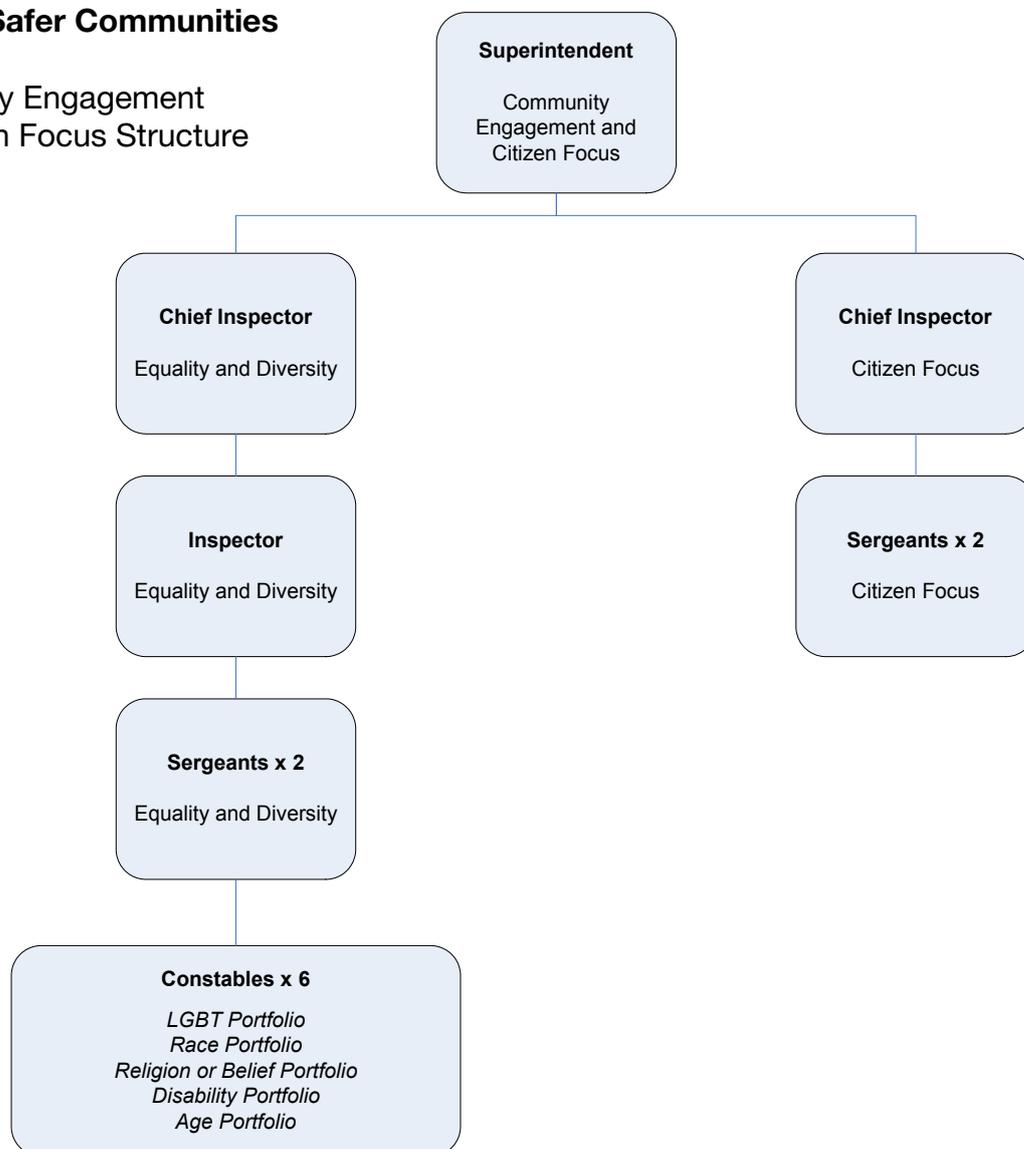
In relation to service delivery nationally, the superintendent for Community Engagement and Citizen Focus and his team will provide tactical leadership and policy development for Scotland. His team is part of the Safer Communities Unit that sits within the national Specialist Crime Division.<sup>6</sup> This is one of several units within the Specialist Crime Division that will work to ensure the needs of individuals from and across protected groups are met. Other specialist units include the National Human Trafficking Unit, the National Domestic Abuse Co-ordination Unit and Rape Task Force.

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6 See Figure 1

## National Safer Communities

### Community Engagement and Citizen Focus Structure



Staff working within the specialist Community Engagement and Citizen Focus business area will be based across Scotland in Edinburgh, Glasgow, Dundee and Aberdeen. They will be responsible for engaging directly with national equality groups, the Scottish Government and organisations supporting people from minority and vulnerable communities.

A National Community Engagement and Reassurance Strategy will be developed along with other policies and guidance to provide a consistent and corporate approach to policing Scotland's diverse communities. There will be a particular emphasis on vulnerable groups with Hate Crime being a priority given its impact on the individuals, families and communities affected.

Across Scotland, the service is divided into 14 local policing divisions, each led by a local police commander. A safer communities unit along with domestic abuse, rape and child protection investigation units support them and their staff in operational equality and diversity matters. The Community Engagement and Citizen Focus staff will link in with these divisions and departments to provide support and advice in relation to: the equality aspects of service delivery; public reassurance and confidence; community impact assessments and critical incidents.

In relation to human resources structures and staff related equality and diversity matters, at a national level the Police Scotland Human Resource (HR) Director is supported by a team of specialist staff. The proposed structure identifies having an equality and diversity HR team, led by an equality and diversity manager and will include dedicated staff. The structure allows remote working to continue while providing the necessary line management and support network.

## Strategic Direction

We recognise that effective and fair policing is about understanding the needs and expectations of individuals and local communities. Survey results show that different communities have differing expectations and contrasting experiences of the service provided by the police. Our aim is to ensure that our service is fair and proportionate, keeping people safe, particularly those who are most vulnerable.

There have been several drivers within policing for the consideration and integration of equality and diversity into how we do our business. Key amongst these are the lessons learned from police failings in the response to the tragic deaths of Stephen Lawrence, Surjit Singh Chokkar and Simon San. As strategies have evolved so has our approach to managing people. We realise that we cannot hope to provide the quality of service we aspire to without getting it right for our staff first.

In 2000, the first race diversity strategy for the police service in Scotland was published, and the National Equal Opportunities Training Strategy (NEOTS) was introduced for all police officers and police staff. This ensured diversity training was provided throughout the police service and is the basis for the initial training of all staff received today.

The race diversity strategy was followed in 2004 by a national diversity strategy that outlined a framework for development beyond race issues, and reflected the needs of all individuals, groups and communities. This strategy consolidated the use of positive action in the recruitment, promotion and retention of people within and across protected groups with the impact we see today of a more diverse make up to our police service.

The national 10-year people strategy was launched in 2003, which led to the appointment of a national equality and diversity human resource co-ordinator in 2007. One of the key responsibilities of this role was to ensure consistency of approach across the Scottish Police Service, and develop national guidance and diversity employment policy.

Our original diversity strategy was refreshed with the publication of the national Equality and Diversity Strategy 2009-2012, which aimed to rationalise and reinvigorate the previous version by taking into account changes in legislation and new National Outcomes.<sup>7</sup> It was accompanied by the publication of a national Hate Crime guidance manual in 2010. Each of these documents has taken us a step closer to our ultimate aim of mainstreaming equality and diversity within our functions, thereby meeting the individual needs of every member of the public we serve. We realise that we are not there yet but we continue to strive towards this aim.

It is generally accepted that strategy should identify where we want to be and how we are going to get there - in other words, our strategic direction. With the introduction of the Equality Act 2010, the development of equality and diversity outcomes provides a new vehicle for Police Scotland to outline its strategic intention and what we aspire to achieve. Our equality and diversity outcomes have been developed in consultation with equality organisations and staff associations with representation from and across all protected groups to identify priority areas of business. As they are evidenced based, they will allow us to focus on specific areas for improvement and identify where we want to be as a service provider and employer.

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7 National Outcomes, Scottish Government 2007

The outcomes have been shaped by:

- Numerous consultation and engagement events/surveys held locally throughout Scotland.
- National research reports and surveys
- Our own databases and monitoring information
- Police and partner strategic assessments
- Staff associations
- Equality groups and networks
- Partner organisations
- Feedback from community/lay advisors and
- Professional knowledge and experience.

Critically, the legacy police organisations provided information relating to their own equality and diversity outcomes. This was analysed and the commonality across Scotland recognised to identify the key outcome themes. The Scottish Government strategic priorities for the police and the Scottish Police Authority strategic objectives were considered and clear linkage identified.<sup>8</sup> This ensures that evidence across all levels at which we do business has been considered, giving us confidence that the priority areas we have identified are where we should focus our attention at this moment in time.

Our Equality and Diversity Outcomes are:

1. People better recognise Hate Crimes and incidents<sup>9</sup> and feel confident reporting them.
2. Individuals within and across protected groups feel safe and secure in their local community.
3. Victims of gender-based violence<sup>10</sup> are safer and are confident that the police are responsive to their needs.
4. People from and across protected groups are meaningfully engaged by us, and their views contribute to service improvements.
5. Everyone in Scotland is able to contact the police when they require our assistance, and this experience is positive.
6. We have a workforce that is reflective of our communities, to increase trust and confidence in the police.
7. We have a workplace where people feel valued and are encouraged to maximise their potential, to ensure the most efficient and effective service is delivered.

These national outcomes have already been published within the Police Scotland Annual Plan 2013-14 and, in so doing, begun mainstreaming within our business planning cycle. Local police commanders will now engage with their communities and consider local evidence to identify local diversity and equality priorities and measures, to achieve progress towards our outcomes. We anticipate these will be identified in conjunction with community planning partners and published within each of the 32 local policing plans in 2014.<sup>11</sup>

All outcomes have key activities and measures identified<sup>12</sup> that will be used to help report progress towards achievement. These are high level activities and measures and are not a finite list. Given the current context and development of our organisation, some of these are new and some articulate a direction of travel.

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8 See Appendix 2

9 The Scottish Government has agreed that Hate Crime should be defined as 'a crime motivated by malice or ill will towards a social group.'

10 Gender-based violence encompasses domestic abuse, rape and sexual assault, childhood sexual abuse, sexual harassment, stalking, commercial sexual exploitation and harmful traditional practices such as female genital mutilation, forced marriage and so-called honour crimes. Responding to Gender-Based Violence, Equality and Human Rights Commission, 2009

11 See figure 12

12 See outcome tables within Appendix 2

**Figure 2: Mainstreaming Our Outcomes in Planning, Performance and Reporting**



Quantitative progress will be monitored within the Police Scotland performance management framework through SCOMIS (Scottish Operations and Management Information System). Commanders and department heads will be held accountable for progress through monthly performance meetings. Specific national targets have not been introduced as baseline data is being established. This, over time, will allow us to monitor trends or specific patterns of activity from which targets can be set. In addition, as stated previously, local divisions and specialist departments will identify their own priorities and measures over the course of the next year. This will allow us to understand progress at both a local and national level.

We acknowledge that qualitative information is integral in enabling us to meaningfully assess progress towards achieving our outcomes. We are involved with national equality groups in working together to identify how we can individually and collectively collect and make sense of such information and look forward to reporting on progress.

Our first national report on progress towards achieving our outcomes will be in the Chief Constable's Annual Report, which will be published in the summer of 2014.

We are aware that our strategic direction needs supporting policies and procedures as essential tools to ensure staff understanding and a corporate level of service delivery. Equality and diversity issues are cross cutting in many policies with some of the most pertinent being those relating to:

- Policing of public sex environments
- Repeat victims
- Honour based violence
- Domestic abuse
- Forced marriage
- Female genital mutilation
- Hate Crime
- Equality, diversity and respect
- Organisational change

These have all been reviewed and equality impact assessed as part of our police reform policy development work. This should ensure staff, victims and witnesses needs are effectively considered and addressed, and that a fair service is delivered in all of Scotland's communities.

## Partnerships and Resources

Over many years, Forces have played an important role in community planning partnerships, criminal justice authorities and equality networks. These partnerships have allowed us to contribute at both a national and local level, working to achieve the Scottish Government's national outcomes and locally agreed single outcomes.

In each local authority area, Community Planning Partnerships have co-ordinated policy, resources and responses to issues such as child and adult protection, preventing crime and making communities safe. As Police Scotland moves forward, we will be mindful of the main recommendations of the Christie Commission<sup>13</sup>, maximising our impact on communities by making best use of available resources across the public, private and third sector organisations.

These partnership arrangements provide us with an ideal platform to engage directly with and across protected groups, both at a national and local level. Evidence from this engagement will help us integrate equality and diversity into future local authority based policing plans and multi-member ward plans. This will make sure these plans reflect the individual nature of communities, local problems and crime trends, as well as considering how these issues affect these people.

Forces worked with partners to develop and deliver on action plans to address issues such as Hate Crime. Third Party and Remote Reporting are important services delivered in conjunction with local authorities and third sector organisations. Remote Reporting allows anyone to report a crime or other concern to the police via a support agency or, where available, online. This partnership approach has allowed us to develop a co-ordinated approach to victim support; diverting offenders and preventing further criminal acts or harassment.

### Case Study

Highland Community Planning Partnership developed Hate Free Highland as their strategy to address Hate Crime. This partnership included Highland Council, NHS Highland and Northern Constabulary amongst other statutory and voluntary bodies.

An accessible website was developed as part of the project, containing information and statistics on Hate Crime in the region, and background context through links to relevant reports and articles. The website also explains what a Hate Crime is, and gives advice on how to report it, as well as a reporting tool for non-emergency situations.

The website directs users towards relevant support agencies, either to make a report remotely or for advice and support.

As previously mentioned, Police Scotland's purpose is to improve the safety and wellbeing of people, places and communities in Scotland. We appreciate the increasing importance of work undertaken with our partners to achieve this. An area of business in which partners' involvement is critical is gender-based violence. In recognition of the serious nature of this crime, Police Scotland has prioritised it under its Specialist Crime Division.

An element of gender-based violence is domestic abuse, which covers a wide range of behaviours. An Assistant Chief Constable has been allocated responsibility for all national policy and strategies in respect to domestic abuse. The new domestic abuse, rape and child protection investigation units previously referred to will allow us to share information and work in a co-ordinated way to identify and protect the victims of these crimes. They will also provide us with better opportunities to target offenders more effectively and intervene at the earliest opportunity, hopefully before further crimes are committed.

13 Commission on the future delivery of public services, Scottish Government 2011

## Case Study

Comprehensive guidance has been developed for all officers and staff in Scotland and is contained in the Domestic Abuse Toolkit. This guidance outlines roles and responsibilities in respect to domestic abuse. The toolkit is evidence-based and sets out best practice when dealing with both the victim and perpetrators of domestic abuse.

The document details related criminal offences and relevant civil orders. It also sets out considerations for the investigating officer and recommends steps to protect the victim from further abuse. It gives guidance to officers responding to an initial report of domestic abuse and designates operational responsibility for the management of all reports of domestic abuse to response sergeants and supervisors. A separate section advises on prioritising and targeting repeat perpetrators.

The toolkit stresses the importance of child and adult protection considerations. Risk management is a strong theme, providing the example of Multi Agency Risk Management Conferences as good practice. The MARAC considers medium and longer-term strategies to protect the victim and any children involved, as well as addressing future abusive behaviour.

Domestic Abuse Task Forces have been set up in each region of Scotland. Their main role will be to identify and target serious and serial perpetrators of domestic abuse. To ensure a corporate response to this, the DASH<sup>14</sup> 2009 risk assessment tool will be used to identify those perpetrators.

The risk assessment training will be delivered nationally to specialist and front line officers, with awareness raising events for partner and third sector organisations. This will provide information for Police Scotland staff and our partners on how the police are using the risk assessment tool. It will also strengthen partnerships and enhance our ability to deliver a reliable service.

Another element of gender-based violence is honour crime. A procedure has been published to give guidance to staff on how to deal with these crimes, which include Forced Marriage and Female Genital Mutilation. This will ensure that all honour crimes are investigated and recorded consistently across Scotland. Honour based crime will introduce and use the same DASH risk assessment tool.

We also have specialist teams to investigate other areas of gender-based violence including prostitution and human trafficking. These teams will develop a professional and consistent approach to victims and offenders and provide access to their specialist skills and knowledge across Scotland.

Previously, all Scottish forces developed partnerships and links with local organisations and groups in order to consult and engage with and across the protected groups. As such, an early piece of work identified for the reform team was the development of a national equality and diversity stakeholder database. Its purpose was to bring together details of all consultation groups and activity happening across Scotland. The database will continue to be developed as a resource for national and local diversity departments.

Partnership work also involves connecting directly with members of communities. As a result of the Stephen Lawrence Inquiry, Scottish forces introduced Community Lay Advisors in an effort to better engage with minority ethnic groups. In 2005 guidance was issued to all Forces in an attempt to standardise the use of these advisors across Scotland. Forces went on to develop Independent Advisory Groups (IAGs), Community Lay Advisor schemes and 'critical friends' to meet local need and include representatives from all protected characteristics. These groups

evolved differently across Scotland, but had the common purpose of providing external scrutiny and advice in respect to Hate Crime, and other issues concerning people from and across protected groups. Ultimately, this led to a service better able to meet the needs of individuals and minimise the impact within communities.

## Case Study

In Lothian and Borders Police, Diversity Lay Advisors were recruited by the police board and provided an independent advisory role to senior officers and staff. Their initial involvement focussed on the scrutiny of Hate Crime and incidents, however this developed over time to include areas of business such as equality impact assessments, critical incidents and complaints against the police. This led to some advisors having enhanced vetting status and the ability for them to be closely involved in more confidential areas of business.

As such, these advisors were involved in the planning of major policing operations, including the state visit by His Holiness Pope Benedict XVI. Their involvement in the planning process proved useful on several fronts, including gaining a better understanding of the nature and make-up of the crowd, disabled access to the event and considering appropriate responses to potential threats. Their involvement in the planning of the operation meant officers were better informed and knew how to respond appropriately.

Work is ongoing to develop a consistent approach to IAGs and Community Lay Advisors across Scotland. This will ensure we continue to have access to independent advice from our 'critical friends'. In recognition of the importance of this independent scrutiny, it forms an integral part of our response to critical incidents, helping us build trust across communities and contributing towards our equality outcomes.

The use of IAGs and Community Lay Advisors is being enhanced with a more active use of police staff associations, such as the Gay Police Association, SEMPER Scotland, the Scottish Women's Development Forum, Scottish Muslim Police Association, National Transgender Police Association, Disability and Carers Association and the Christian Police Association. These associations can provide us with a useful perspective on diversity matters, not only internally, but also on how we serve the public.

## Case Study

The Gay Police Association fosters good relations between the police service and the community by engaging in LGBT community events such as taking part in Pride marches. Pride Glasgow 14th July 2012 saw 30 uniformed police officers participate in the procession.

GPA members attended LGBT History Month events in February 2013 and recently completed filming the 'It Gets Better' video, in which GPA members talk about growing up as LGBT and presenting a positive message to young LGBT people experiencing bullying as a result of their sexual orientation or gender identity.

The GPA engages with the wider community through social media including Facebook, Twitter and Youtube. Their community visibility engenders confidence with the public, showing that the police service aspires to be representative and take LGBT issues seriously. It complements and adds value to the work done by individual forces on this matter. New GPA members say that the existence of the GPA was a major factor in their decision to join the police service. As well as having a positive impact on recruitment and retention, the GPA provides networking to remove isolation. It also produces a monthly newsletter to inform, give advice and offer support whenever it is needed.

## Processes

Equality Impact Assessment is acknowledged as an important tool for testing whether policies, procedures and functions will have an adverse effect on staff or the communities we serve. As such, all Scottish forces had in place an EIA procedure. However, as shown in the ODS Mitigating Action within Scottish Public Bodies Report<sup>15</sup>, these procedures had varying levels of compliance, and some completed EIAs lacked delivery of any substantial impact.

To improve our understanding and use of EIA, the National Police Reform Team developed a new equality impact assessment toolkit. EIA guidance was produced along with the toolkit, which reflected the new Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 and their focus on an authority having to assess: the impact of any new policy being proposed or introduced against the needs of the general equality duty; EHRC non-statutory guidance for EIAs; the Scottish Government's equalities 'Evidence Finder'.

A small team whose primary function is to advise and give direction on the new equality assessment toolkit for service delivery processes has been established. As we review and develop national policy and procedure, equality considerations have been integrated into the heart of this process through the EIA Toolkit. The EIA team work with the policy department and consider all new policies and procedures under development. Policies are graded and those with the greatest potential for impact on our staff and protected groups are prioritised for EIA. The team provide equality advice and guidance, along with the EIA toolkit to authors at the outset of policy development. This allows the authors to consider equality issues at the outset of policy development and take into account mitigating action at the earliest opportunity.

The EIA team works at arms' length from authors and the policy department, so as to remain neutral and independent of the policy development process. The team members are significant users of the stakeholder database and are continually contributing to its development. Their growing knowledge and expertise in this area is also being shared throughout the organisation and they play an important part in mainstreaming equality and diversity into the new service.

All our People and Development policies, procedures and functions are designed to identify whether there is potential for any adverse impact on staff. This enables us to mitigate against any impact and consider how the policy might better advance equality of opportunity and positively affect relations between protected groups.

### Case Study

A Police Reform People Integration Team was established to develop national people policies and processes. Members of the HR equality and diversity community throughout Scotland supported this work by using the police reform EIA toolkit. They were aligned with the authors of policies and procedures and helped review and rewrite them, ensuring they were fit for purpose.

This coaching approach helped ensure that authors proactively considered equality at the initial stage of policy creation and helped them recognise that providing the same service in the same way to everyone can sometimes create a disadvantage.

By supporting the authors in writing these policies and procedures, it also helped ensure proactive steps were taken to identify potential discrimination and where possible remove it, or to adapt a policy to better advance equality.

The coaching role taken by the HR equality and diversity community has not only helped the

policy authors, but it has allowed members of the People Integration Team to drive the diversity and inclusion agenda.

The approach was modelled on a system of continuous improvement and development and positively impacted on the People Integration Team's contribution to mainstreaming the equality duty.

The EIA process for Police Scotland will be reviewed as we near the completion of our initial record set, i.e. our priority policy and procedure areas. This review will consider the use of the EIA toolkit from both HR and service delivery perspectives. It will also take on board the work being done by ourselves and other public sector organisations working with the Scottish Government, EHRC, Scottish Human Rights Commission and Warwick University to develop a combined Human Rights and Equality Impact Assessment process.

This work will provide us an opportunity to share good practice through areas such as action learning and benchmarking clubs with our partners in the criminal justice sector. It will help set consistent performance standards among partners in the public sector and enable us to benchmark against these standards and identify good practice. This presents Police Scotland with a clear opportunity to participate and take the lead in this area of business.

EIA allows Police Scotland to gather qualitative evidence demonstrating how we are integrating equality into our policy and procedures. However it is also important that we consider how we embed the knowledge and skills from EIA into all our functions, including the operational service delivery to communities and protected groups.

A Community Impact Assessment (CIA) assesses specific incidents and events to identify potential risks. The CIA's main focus is to minimise the impact of the incident on a community, provide reassurance, and restore normality to the area or group affected. A CIA considers and incorporates any equality and diversity issues that have emerged during the course of an operation or event and in this respect is similar to the EIA process. They are mutually exclusive processes, however they may overlap and in these cases both procedures should be used. The CIA asks officers to consider the impact of an event before or after the event, and can also consider and co-ordinate a multi-agency response where required.

A CIA can help in ensuring that confidence in the police response to incidents is maintained, and it is mandatory for all critical incidents. The CIA complements the critical incident management processes described earlier and gives us a useful structure for recording considerations, consultation with 'critical friends' and partners, as well as recording subsequent decisions and action taken. The main areas covered within a CIA are: the historical context; internal and external consultation; potential impact assessment; risk assessment; response and control measures; media strategy; action plan and action log; review and post event/operation/incident analysis.

## Case Study

The Scottish Muslim Police Association regularly provides useful information for staff to help increase their awareness and understanding of Islam and Muslim culture. It has provided a newsletter outlining the Hajj pilgrimage for staff. It provides background information on the Hajj, as well as suggesting policing options that are sensitive to the needs of pilgrims.

The impact that hate crime, harassment and incidents have on communities is undeniable and a number of reports<sup>16</sup> in recent years have highlighted this. As such, this area of business has been subject to intense scrutiny, not only from senior ranks within the police, but also external

16 How Safe Are You? Stonewall (2010) and Hidden In Plain Sight, EHRC (2011) amongst others

groups, 'critical friends' and the Scottish Government. The protection of victims played an important factor in the work of the Service, minimising opportunities for people to be further targeted as well as targeting offenders. This good practice and hard work was reflected in the comprehensive guidance issued to Scottish forces in the Hate Crime Manual published in 2010.

The manual outlined legislation as well as highlighting good practice across Scotland. Although it was a useful reference document of its time, new legislation and policing structures mean that the document is due for review. The review of the manual will form a significant part of Police Scotland's efforts in working towards Equality Outcome 1:

'People better recognise hate crimes and incidents and feel confident in reporting them.'

## Case Study

In July 2009, as part of the shared strategy to encourage victims to report hate crime, hate incidents, as well as targeted hostility and harassment, Strathclyde Police introduced an online reporting facility via its website. The facility provided an alternative option to report hate crime either by the victim, witness or on their behalf by a third party site.

In September 2012 a high profile event was held in Glasgow City Chambers, which was attended by many third sector organisations and partner agencies working with and across protected groups in the west of Scotland. The event facilitated a platform to reinvigorate third party and reporting. It also provided an opportunity to promote a new third party training model designed for multi-agency use and invite organisations to register their interest in receiving training.

In 2011/12 a total of 302 reports were received via third parties and this has grown to 394 this year due to the programme of training and briefings.

The majority of reports relate to racist incidents, however the work undertaken with statutory and third sector organisations, in particular with disability groups, increased their knowledge and understanding of the service. This led to a large increase in the number of disability related crimes and harassment being reported to police, particularly through the online facility.

This reporting facility will continue and is now available across Scotland on the force website.

Planning for major events and operations is an important part of policing. Police Scotland has developed a national event, operations and exercise calendar to assist with this. The calendar is available to all staff and includes cultural and religious information. This allows staff at all levels of the organisation - from events planner to chief constable - to be immediately aware of, and consider, any diversity or cultural information they may need to take account of. It will ensure that even as dates for events and operations are being considered, their suitability can be assessed.

Processes that afford or enhance access to our service must consider the needs of all users. The majority of the public makes contact with us by telephone through our service centres.<sup>17</sup> Therefore the ability to communicate effectively with us at this initial point can impact on the quality of service received as a whole. This contact also creates the first impression of the service and it is important we are professional, accessible and responsive.

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17 Formally known as Force Contact, Command and Control Rooms

Across Scotland each service centre has developed its own accessibility good practice, including the use of Language Line, SMS text services and talk/text relay. Police Scotland has developed standardised guidance for all service centres to help deliver our strategic Equality Outcome 5:

‘Everyone in Scotland is able to contact the police when they require our assistance and this experience is positive.’

### Case Study

On 16th February 2013 the new police non-emergency number 101 was launched. This is a new three-digit number that was designed to be easily remembered and make it simple for the public to contact local police.

A number of concerns were raised by consultees as part of the EIA, these included some groups having limited access to marketing information and that the facilities some service centres had in place for deaf and hard of hearing may be compromised. Mitigating factors were considered and action identified included:

- Marketing material for the launch has been prepared in a number of different languages and formats. It will be distributed through relevant third sector organisations, who will distribute it directly to their own communities and contacts.
- A text relay service was included for deaf, hard of hearing or speech-impaired callers.
- In acknowledgement that not all members of the public would be immediately alerted to the new service, existing police telephone numbers remain in place, allowing existing SMS Texting services and minicom services to continue.

We are aware that in order to identify the experience and requirements of staff and service users, we need accurate evidence and information readily available. In the past, police forces incorporated a variety of mechanisms into their IT systems, to allow them to extract data on what we now refer to as protected characteristics. This included crime recording systems, vulnerable persons databases and other internal systems. It was also important to evidence any contact and consultation with protected groups, although gathering this data often proved challenging.

Dumfries and Galloway Constabulary and partners introduced a form asking consultees to self-identify on protected characteristics, and this was used routinely as part of their local consultations. This good example shows how we can develop our systems to disaggregate engagement activity and identify relevant evidence from our consultation processes. Public confidence surveys have also used monitoring measures to establish satisfaction with police with and across protected groups. This information allowed forces to identify gaps in service provision, and consider how different communities were affected by crime.

As Police Scotland continues to develop its new policies and procedures, monitoring mechanisms will be integrated within them. This will allow us to continue to improve the quality of our evidence gathering and ultimately the service we deliver.

With the introduction of the general equality duty in 2012, all Scottish Forces integrated the legal requirements into their procurement and contracting out of services processes.

To comply with the legislation, all invitations to tender issued on behalf of Police Scotland incorporate the following questions in relation to the Equality Act 2010:

- Does your organisation comply with your statutory obligations under the Equality Act 2010?
- Is it your policy as an employer to comply with anti-discrimination legislation, and to treat all people fairly and equally so that no one group of people is treated less favourably than others?
- I/We hereby confirm that to the best of my/our knowledge and belief I/We comply with all obligations and duties incumbent upon me/us under the Equality Act 2010.

## Case Study

As part of their procurement process, Lothian and Borders Police routinely contacted companies as part of the pre-qualification questionnaire or the invitation to tender to ask for equality and diversity information.

Under the banner of corporate social responsibility companies would be asked to provide: information on diversity and equality; environmental issues; and social wellbeing. This allowed an early analysis of policies to ensure they were non-discriminatory and that they included promotion of equality of opportunity. Through this means Lothian and Borders Police was able to ensure that all organisations wishing to supply goods, services and works on behalf of the police board were able to demonstrate that all reasonable steps were taken to allow equality of access, respect for diversity and adherence to human rights in employment and service delivery.

Potential suppliers were not discriminated against when bidding for contracts or seeking to provide services, supplies or works on the grounds of race, age, religion, disability, gender or sexual orientation.

Although not legally required to do so, the force adopted this approach when assessing other contractors for smaller works, ensuring all Small Medium Enterprises (SMEs) were subjected to the same scrutiny as organisations bidding through formal procurement processes.

From 1 April 2013 the general duty in terms of procurement will sit with the Scottish Police Authority and not the Police Service of Scotland.

## People

As already recognised, Police Scotland's most valuable asset is its people. Our people are pivotal to the success of the organisation and critical in delivering our services to the public.

The scale of police reform, set against a background of significant budget reductions, presents a catalyst for us to build on the many years of valuable work in this area. We remain committed to delivering equality for all our staff, and recognise and value the diversity they bring.

We have worked to entrench the expectation that equality and diversity are an integral part of the police reform process. We recognise that during this period, our leaders need to develop their skills in managing organisational change to enable the strategic objectives of the service to be achieved, while respecting and taking into account the needs of the individual. In addition, we need to provide our people with appropriate time and support to deal with any personal implications of change. We therefore developed and implemented training for first and second line managers to help them during this time.

### Case Study

Research carried out by the Chartered Institute of Personnel and Development on change management indicates that appropriate and timely training is an essential component in implementing effective organisational change. This was recognised by the service at an early stage of Police Reform, and a Skills for Transition Working Group was established under the Training Education and Development Reform Work-stream.

The main objective of the working group was to develop proposals to implement training across the service to support officers, staff and managers through the process of transition to the Police Scotland and beyond.

Training proposals were developed and approved following consultation carried out with trade unions and staff associations.

A series of skills-based development programmes was developed for staff at all grades and ranks up to and including chief inspector equivalent under four headings:

- Careers in Transition
- Supporting Transition
- Leading Transition
- HR Skills for Transition

The courses have been rolled out across the service since 21 January 2013 and feedback from attendees has been consistently very positive across the country. It is anticipated that training delivery will continue to June 2013, with the proposal that this training should become part of the standard programme of training delivered by the new Training and Development function.

We are keen to outline the new strategic focus relating to our staff, and work is ongoing to develop a Police Scotland People Strategy. It will incorporate a combination of organisation-wide activity required to drive improvements across the new policing landscape as well as activities that maintain good current practice. It will reflect the Scottish Government's public sector reform agenda, the Christie Commission recommendations, and our commitment to mainstreaming equality throughout our processes.

The strategy will provide clarity to our workforce in understanding the relationship among them, their managers and the organisation. It will empower and assist managers to make decisions that are consistent with the organisation's strategic priorities, purpose, values and code of ethics. Strategic people priorities will be developed to support the priorities of Police Scotland. Getting this right is the best way we can equip the organisation, our people, partners and public, with the right people, doing the right things, in the right places, at the right times and at the right cost.

The People and Development function will set more detailed performance indicators as part of their strategic plans, so that progress implementing this strategy can be monitored by Police Scotland and the Scottish Policing Authority. It will be reviewed each year as part of the strategic review process undertaken by Police Scotland and revised as necessary.

We aim to keep our people well informed about priorities, performance and change. To help with this, a Police Scotland People and Development website has been developed. A section of the intranet has also been assigned for People and Development Equality and Diversity to populate. This will help inform and support a mainstreamed approach to equality, by building knowledge and best practice within the organisation and ensuring it is accessible to staff.

Mainstreaming can only be effective if staff understand their individual roles, their responsibilities and the contribution they make to the promotion of equality of opportunity, elimination of discrimination and good relations within the organisation, and in how they deliver the service. We recognise that universal equality training is only of value for giving baseline knowledge and understanding. The NEOTS initiative of 10 years ago was a one-size-fits-all awareness programme that was never designed or intended to be role specific.

We now intend to target specific equality and diversity training at the key, high-impact roles. Work is ongoing to map specific training provision for those roles identified as having the greatest impact on equality and diversity. These are likely to include: initial detectives course; family liaison officers' course; public protection officers' courses; service centre operatives; local authority liaison officers; and officers attending multi-agency Hate Crime or community planning partnerships.

We will strive to increase the diversity of our workforce, ensuring that Police Scotland is reflective of the people of Scotland, and our resourcing strategies will reflect this objective. We will continue our commitment to the principles of positive action in respect to recruitment, retention, progression and development in order to achieve an equitable work environment. This commitment is reflected in Equality Outcome 6:

'We have a workforce that is reflective of our communities to increase trust and confidence in the police.'

## Case Study

SEMPER Scotland along with Lothian and Borders Police recently reported on an initial piece of research it completed to help understand why minority ethnic staff chose to join the police; what their experiences were and how Police Scotland could attract more minority ethnic staff in the future.

The research was instigated in response to changing trends in applications from minority ethnic staff to the force. Over the last decade, the number of minority ethnic officers, staff and special constables in the force had increased, but recently this progress had stalled. In addition, over the same period, with the accession of former eastern European states into the European Union, the ethnic profile of those employed by the force changed. The numbers of those who are white but not British or Irish at birth increased until they equalled those who were, in the past, considered to be black and minority ethnic.

With the move to a single service, the recommendations from the research will be used to support further national work to inform the development of new support programmes and/or extend existing programmes for Police Scotland staff.

We will use effective talent management and succession planning processes, mindful of the reduction in upward career progression across the service. Through efficient, fair, consistent and clear appointment and promotion processes, we will identify talent and support our people in achieving their potential in order to meet the organisation's needs. This is recognised in strategic Equality Outcome 7:

'We have a workplace where people feel valued and are encouraged to maximise their potential, to ensure the most efficient and effective service is delivered.'

### Case Study

The Scottish Women's Development Forum carried out significant work to develop a mentoring scheme for the Scottish police service. The proposals were approved at a national level and a pilot-mentoring scheme was launched on 1 April 2010 available to all Scottish police forces and agencies. The scheme was advertised widely and ran for six months in three pilot areas, Grampian, Tayside, and Fife and was open to police officers and staff of any rank, grade or gender.

To date, over 200 members of police staff and officers have participated. The SWDF is currently discussing how the scheme will sit within the new service and is continuing to develop and expand the scheme.

The SWDF coaching and mentoring group received the British Association of Women in Policing Silver Anniversary Award in November 2012 for its outstanding contribution to progressing mentoring within the Scottish police service.

Implementation of effective workforce planning will enable the organisation to meet its objectives using the resources available, while maintaining prudent fiscal management and value for money. By doing so, our people will be flexible and dynamic, enabling them to be led and deployed in a way which is responsive to the needs of the organisation, taking into account personal circumstances and contractual obligations.

With the launch of the original people strategy in 2003 came an explicit focus on the health and wellbeing of our staff. Our people understand and play their role in maintaining a safe and healthy working environment and have been provided with access to effective occupational health and welfare services. We have developed appropriate policies and procedures to support this objective. As we move forward we will build on the work that has been carried out nationally to create healthy working lives.

### Case Study

The Scottish Police College developed a three-year Healthy Lives Strategy and Action Plan 2010-2013 to detail its commitment to the health and welfare of its staff. The mission statement asserts:

'The Scottish Police College recognises that our employees are our greatest asset. We are committed to providing a healthy working environment, encouraging staff to take an active role in their health and welfare by providing a wide range of facilities and activities and assisting staff to take preventative or reductive measures for any health issues. Our aim is to continuously improve in these areas through consultation, participation, action and partnership.'

Activity topics undertaken under the main components of health include:

- lifestyle checks
- community health and wellbeing
- mentally healthy workplaces
- health and the environment

## People Results

We have worked in partnership with the SPA to produce the Equality and Diversity Employment Monitoring report<sup>18</sup> and Equal Pay Statement,<sup>19</sup> and we will continue to work together to achieve the people outcomes we have committed to. This approach will help us attract, develop, support and retain talented police officers, police staff and special constables to ensure that we have a workforce that is reflective of our communities and able to provide a service relevant to individual needs.

Effective employment monitoring is an internal performance management process that helps measure progress towards our equality and diversity commitments. Monitoring also helps to ensure that our policies and processes are robust and that we are delivering on our obligations to staff and communities. By undertaking effective employment monitoring we can start to fulfil our legal requirements under the Equality Act (Specific Duties) (Scotland) Regulations 2012 - to gather and use employee information to better perform the equality duty. The information gathered assists in focussing organisational resources on achieving an inclusive and representative workforce to best assist us achieve our priorities.

### Case Study

Since 2011 Tayside Police has been involved in a number of initiatives to address disability issues within the workplace to provide 'a disability friendly workplace'. A guidance document for line managers was introduced in 2011 to educate line managers and staff about their responsibilities and duties in relation to disability equality. Since this document was introduced, the level of understanding amongst line managers has increased, as well as an increase in the numbers of staff disclosing a disability across the force (table below illustrates)

	31/03/2011	28/02/2013
Police Officers	1.2%	1.8%
Police Staff	1.8%	3%
Special Constables	1.2%	1.6%
OVERALL %	1.4%	2.1%

As a part of this initiative, the force has supported national campaigns such as the mental health awareness 'See Me' campaign. Daily bulletins and useful information on a variety of mental illnesses were placed on the force intranet. With the support of senior management teams posters, leaflets and postcards from the 'See Me' campaign were circulated around the force area to raise awareness about mental health.

In 2008 the police service in Scotland, introduced an employment-monitoring template and completion guidance for use by all forces and agencies. Its purpose was to record and collate the organisation's respective employment monitoring information and so provides national employment data. This has been subject to regular review following the introduction of new equality legislation, guidance and revised 2011 Scottish Census categories.

Staff are asked to complete the Equality and Diversity Monitoring questionnaire on a voluntary basis. This ensures that the personal information stored within the organisation's HR IT system is accurate. Most of the questions asked have the option 'Choose not to disclose' for those who do not want to declare information on one or more of the protected characteristics.

18 See Appendix 3

19 See Appendix 4

The personal data contained within the questionnaire is subject to strict security and confidentiality and it can only be viewed by the record holder and a restricted number of Police Scotland and SPA personnel, who have a specific role in monitoring the information recorded. Assurances are made that information will not be used for any purpose other than producing statistical employment monitoring and information.

In reporting our employment monitoring statistics, Police Scotland will ensure that we comply with the terms of all relevant employment legislation, including the Data Protection Act 1998 and we will respect the right to confidentiality. In this regard, statistics will not be provided if there is the possibility an individual may be identified and in any case, where the numbers are less than five.

This information will be used to inform the development of HR policies and processes, the completion of Equality Impact Assessments, and actions to improve workforce under-representation and business performance.

## Glossary

BAWP	British Association of Women in Policing
BME	Black and Minority Ethnic
CI	Critical Incident
CIA	Community Impact Assessment
CPA	Christian Police Association
DASH	Domestic Abuse Stalking and Harassment Risk Assessment Tool
EHRC	Equality and Human Rights Commission
EIA	Equality Impact Assessment
GPA	Gay Police Association
HBV	Honour Based Violence
HR	Human Resources
MARAC	Multi-Agency Risk Management Conference
ME	Minority Ethnic
NEOTS	National Equal Opportunities Training Strategy
NPRT	National Police Reform Team
SCDEA	Scottish Crime and Drug Enforcement Agency
SCOMIS	Scottish Operations and Management Information Systems
SEMPER	Supporting Ethnic Minority Police Staff for Equality in Race Scotland
SPA	Scottish Police Authority
SPC	Scottish Police College
SPSA	Scottish Police Service Authority
PS	Police Scotland

# Appendix 1

## Code of Ethics for Policing in Scotland

The Code of Ethics for policing in Scotland sets out the standards of behaviour expected of all staff. It encapsulates Police Scotland's three core values and the principles of Human Rights, anchoring our obligations under the Police and Fire Reform Act 2012.

The Code sets out both what the public can expect from us and what we should expect from each other.

### Integrity

- I recognise my role in policing as being a symbol of public faith and trust and the obligation this places upon me to act with integrity, fairness and respect.
- I shall not behave in any way, on or off duty, which shall bring discredit upon the police service.
- I understand I am personally responsible for my own actions and will exercise my discretion within the law.
- I shall act as a positive role model in delivering a professional, impartial service, placing service to communities before my personal aims.
- I will not accept any gift or gratuity that could, or could be perceived to, compromise my impartiality.
- I shall avoid all behaviour, which is or may be reasonably considered as abusive, bullying, harassing or victimising.
- I will demonstrate and promote good conduct and I will challenge the conduct of colleagues where I reasonably believe they have fallen below the standards set out in this Code.

### Fairness

- I will act with courage and composure and shall face all challenges with self-control, tolerance and impartiality.
- I will promote positive wellbeing within the community and service and ensure that all people have fair and equal access to police services according to their needs.
- I shall maintain an open attitude and continue to improve my understanding and awareness of cultural, social and community issues.
- I will carry out my duties in a fair manner, guided by the principles of impartiality and non-discrimination.

### Respect

- I take pride in working as part of a team dedicated to protecting people.
- I will show respect for all people and their beliefs, values, cultures and individual needs.
- I will have respect for all human dignity as I understand my attitude and the way I behave contributes to the consent communities have for policing.
- I will seek public respect as a professional upholder of the law and will use professional knowledge and experience to contribute to the professional development of policing.
- I shall treat all people, including detained people, in a humane and dignified manner.
- I shall ensure that my relationships with colleagues is based on mutual respect and understanding and shall, therefore, conduct all communications on that basis.

## Human Rights

- I shall ensure my actions and policing operations respect the human rights of all people and officers whilst understanding that I will also enjoy these same human rights.
- I will not use force or undertake high-risk activities such as vehicle pursuits or firearms deployment, other than where strictly necessary in order to attain a legitimate objective and only after I have balanced all the competing priorities I am aware of. (Article 2)
- I will not encourage, instigate or tolerate any act of torture or inhumane or degrading treatment under any circumstance nor will I stand by and allow others to do the same. I understand that the humane treatment of prisoners is an essential element of policing and that the dignity of all those I am trusted to care for remains my responsibility. (Article 3)
- I understand that people have an equal right to liberty and security. Accordingly, I will not deprive any person of that liberty, except in accordance with the law. (Article 5)
- I will investigate crimes objectively and be sensitive to the particular needs of affected individuals whilst following the principle that everyone who is the subject of criminal investigation is innocent until found guilty by a court. (Article 6)
- In carrying out my duties I shall respect everyone's fundamental rights. I will only interfere with privacy or family life when I am legally authorised to do so. (Article 8)
- I will respect individual freedoms of thought conscious or religion, expression, peaceful assembly, movement and the peaceful enjoyment of possessions. (Articles 9,10,11)

## Appendix 2

### Police Scotland Equality and Diversity Outcomes 2013 – 2017

#### Introduction

We recognise that effective and fair policing is about reflecting the needs and expectations of individuals and local communities. Survey results show that different communities have differing expectations and contrasting experiences of the service provided by the police. Our aim is to ensure that our service to all is fair and proportionate, keeping people safe, particularly those who are most vulnerable, and enhancing their quality of life.

The Equality Act 2010 sets out the public sector general equality duty that requires us, both as an employer and in policing our communities, to:

- 1. Eliminate unlawful discrimination**, harassment and victimisation, and other prohibited conduct
- 2. Advance equality of opportunity** among people who share a relevant protected characteristic<sup>20</sup> and those who do not
- 3. Foster good relations** among **people who share a protected characteristic** and those who do not.

To help us meet the general equality duty there is a specific duty to publish a set of equality outcomes and report on progress to achieve them every two years. This document contains the context in which these outcomes have been developed along with the equality and diversity outcomes for Police Scotland.

#### Shaping our Outcomes

Our outcomes have been developed during a period of great change for policing in Scotland. On 1 April 2013, we moved from eight police forces supported by the Scottish Police Services Authority (SPSA) and Scottish Crime and Drug Enforcement Agency (SCDEA) to the single service, Police Scotland. This change provided us with the opportunity to shape a new service: to redefine our purpose and focus; to impact not only on how we do business but also on the behaviours and culture within our organisation. Our business planning is ongoing, governance structures are under discussion and many of our policies and processes are in the final stage of development.

The equality and diversity outcomes have been shaped by: numerous consultation and engagement events/surveys held locally throughout Scotland; national research reports and surveys; our own databases and monitoring information; staff associations; equality groups and networks; partner organisations; feedback from community/lay advisors and professional knowledge and experience. Critically, each of the current police organisations has provided information relating to their own equality and diversity outcomes. This has been analysed and the commonality across Scotland recognised to identify the key outcome themes. The Scottish Government strategic priorities for the police and the Scottish Police Authority strategic objectives have been considered and clear linkage identified (see outcome tables within).

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<sup>20</sup> The public sector equality duty covers the following protected characteristics: age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation (marriage and civil partnerships in relation to discrimination only).

## **Mainstreaming**

In our first step to mainstreaming our outcomes within our existing business planning structures (see figure 2 in main report) a summary version of them has been published in the Police Scotland Annual Plan 2013. Local police commanders will thereafter identify local diversity and equality priorities and measures within each of the 32 local policing plans to be published in 2014. We anticipate that these will be identified in conjunction with community planning partners. Progress will be monitored within the Police Scotland performance management framework known as SCOMIS (Scottish Operational Management Information System) and reported in the Chief Constable's Annual Report 2014. Commanders and department heads will be held accountable for progress to achieving the outcomes.

## **Measures and Actions**

All outcomes have key activities and measures identified that will be used to help report progress towards achievement. These are high level activities and measures and are not a finite list. Given the current context and development of our organisation, some of these are new and some articulate a direction of travel. Targets have not been introduced as baseline data is being established which, over time, will allow us to monitor trends or specific patterns of activity from which targets can be set. In addition, as stated previously, local divisions and specialist departments will identify their own priorities and measures over the course of the next year.

## **Strategic Linkage**

The Scottish Government has set strategic policing priorities, as listed below, that reflect the contribution that policing can make to achieve the Government's National Outcomes.

### **Scottish Government Strategic Policing Priorities (SG Priority)**

1. Make communities safer and reduce crime by demonstrating pioneering approaches to partnership and collaboration at national and local levels.
2. Strengthen Scotland's reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major national events and threats.
3. Provide an efficient, effective service and deliver the benefits of reform.
4. Make communities stronger by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible and responsive policing.

These in turn have informed the development of the Scottish Police Authority (SPA)<sup>21</sup> strategic objectives.

### **Scottish Police Authority Strategic Objectives (SPA Objective)**

1. Work in partnership to improve safety for the citizens of Scotland and reduce crime.
2. Ensure that all communities, including the most vulnerable, have access to the police service and are given the support they need to feel safe.
3. Enhance Scotland's global reputation as a safe place.
4. Ensure that there is equitable access to services across all of Scotland's communities.
5. Deliver the benefits of reform effectively and efficiently.
6. Increase public confidence in the police service by understanding and responding to the particular needs of Scotland's diverse communities.
7. Promote a culture of excellence.

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<sup>21</sup> The main functions of the SPA are to a) maintain the Police Service b) promote the policing principles c) promote and support continuous improvement in the policing of Scotland d) keep under review the policing of Scotland and e) hold the Chief constable to account for the policing of Scotland.

Within each of the outcome tables below, the alignment of both the Scottish Government Policing Priorities and the SPA Strategic Objectives, along with the related elements of the general equality duty has been identified.

**Outcome 1: People better recognise hate crimes<sup>22</sup> and incidents and feel confident reporting them.**

Evidence base: National and local consultation feedback – identifies significant under reporting; feedback from community/lay advisors; How Safe Are You? (2010), Stonewall; Serves You Right, (2008), Stonewall; Hidden in Plain Sight, (2011), EHRC; issues regarding recording systems and identification of vulnerability; outcomes from national cases – Pilkington Inquiry, Simon San family complaint inquiry.

Duty	SG Priority	SPA Objective	Key Activities	Measures
1, 2, 3	1, 3, 4	1, 2, 3, 4, 6, 7	<p>Develop and deliver a national hate crime communication strategy to raise public awareness.</p> <p>Work with the Crown Office and Procurator Fiscal Service to review and refresh the national Hate Crime Guidance Manual.</p> <p>Raise staff understanding and awareness to better identify hate crimes in conjunction with relevant staff associations.</p> <p>Ensure there is consistency in police information recording systems in that they can disaggregate data by each protected characteristic.</p> <p>Promote the availability of third party reporting making full use of IT developments.</p> <p>Work with partners to increase awareness of hate crime and share data to ensure an appropriate victim focussed response.</p> <p>Establish relevant performance targets within the national performance management system.</p> <p>Hate crime data is recorded and available nationally on the Vulnerable Persons Database.</p>	<p>A proportionate increase in all hate crimes reported to the police across each protected characteristic.</p> <p>An increase in the number of hate crime/incident reports made through third parties.</p> <p>Increased levels of satisfaction amongst those reporting hate crimes.</p> <p>Increase in the number of intelligence entries in relation to hate crimes.</p> <p>An increase in the detection rates for hate crimes (local divisional targets have been set).</p> <p>The availability of data nationally on the Vulnerable Persons Database.</p>

<sup>22</sup> The Scottish Government has agreed that hate crime should be defined as ‘a crime motivated by malice or ill will towards a social group.’

**Outcome 2: Individuals within and across protected groups<sup>23</sup> feel safe and secure within their local communities.**

Evidence base: Hidden in Plain Sight, (2011), EHRC; police and partner public perception surveys show disproportionate feelings of being unsafe and vulnerable to levels of crime; national and local consultation feedback; issues regarding recording systems and identification of vulnerability.

Duty	SG Priority	SPA Objective	Key Activities	Measures
1, 2, 3	1, 3, 4	1, 2, 3, 4, 6, 7	<p>Reinforce our commitment to dealing with antisocial behaviour and targeted hostility/ harassment through inclusion within strategic priorities and Local Policing Plans.</p> <p>Work with partners, sharing information, to develop a multi-agency approach to make individuals feel safer.</p> <p>Raise awareness of relevant national policies including those for repeat victims and the policing of public sex environments.</p> <p>Gather local data that shows the scale, severity and nature of relevant harassment and use it to improve prevention and response measures.</p> <p>Better detect relevant antisocial behaviour and harassment crimes (including vandalism, fire-raising and breach of bail).</p> <p>Reduce criminal behaviour through proactive targeting of offenders.</p> <p>Roll out the strategic management of critical incident guidance, policy and exercise.</p>	<p>Reduced numbers of repeat victims of antisocial behaviour and harassment.</p> <p>Increased detection rates for antisocial behaviour and harassment related crimes (including vandalism, fire-raising and breach of bail).</p> <p>Increased levels of reported confidence and feelings of safety within public surveys.</p> <p>Complete the national roll out of the strategic management of critical incident guidance and policy.</p> <p>Complete senior leadership attendance at the critical incident management exercise.</p>

<sup>23</sup> The term 'protected groups' refers to 'people who share a relevant characteristic'

**Outcome 3: Victims of gender-based violence<sup>24</sup> are safer and are confident that the police are responsive to their needs.**

Evidence base: ‘Inquiry into Human Trafficking in Scotland’, (2011), EHRG; Rape Crisis Scotland Annual Report 2012; police information/experience; national/International research; Police priorities and available statistical data; partner information sharing; Crown Office and Procurator Fiscal Service reviews; formal/informal consultation.

Duty	SG Priority	SPA Objective	Key Activities	Measures
1, 2, 3	1, 3, 4	1, 2, 3, 4, 6, 7	<p>Raise staff understanding and awareness of national domestic abuse, honour based violence, forced marriage and female genital mutilation policies and processes.</p> <p>Work with partners to identify victims, protect those most vulnerable and co-ordinate an appropriate victim centred response.</p> <p>Reduce repeat incidents of gender-based violence by proactively targeting perpetrators ensuring information is shared with partners.</p> <p>Maximise targeted early interventions for vulnerable individuals using shared risk assessments.</p> <p>Increase the use of third party reporting sites.</p> <p>The creation of the National Human Trafficking Unit, national Domestic Abuse Co-ordination Unit and national Rape Task Force.</p> <p>Roll out the domestic abuse toolkit to ensure a consistent approach to dealing with domestic abuse incidents.</p> <p>Proactively police special bail conditions in relation to gender-based violence.</p>	<p>Increased number of multi-agency interventions.</p> <p>Increase in application for related civil protection and prevention orders.</p> <p>Reduction in incidence of repeat offending in gender-based violence.</p> <p>Increased levels of satisfaction amongst relevant victims.</p> <p>Increased intelligence submissions for gender-based violence.</p> <p>Increased number of related third party reports and referrals.</p> <p>Increased detection rates for breach of bail in relation to gender-based violence.</p>

<sup>24</sup> Gender-based violence encompasses domestic abuse, rape and sexual assault, childhood sexual abuse, sexual harassment, stalking, commercial sexual exploitation and harmful traditional practices such as female genital mutilation, forced marriage and so-called ‘honour’ crimes. Responding to Gender-Based Violence, Equality and Human Rights Commission, 2009

**Outcome 4: People from and across protected groups are meaningfully engaged with us and their views contribute to service improvements.**

Evidence base: Feedback from community/lay advisors and views expressed by representative bodies concerned with limited engagement with and across some of the protected groups; Hidden in Plain Sight, (2011), EHRC; available statistical data; partner information sharing.

Duty	SG Priority	SPA Objective	Key Activities	Measures
1, 2, 3	1, 3, 4	1, 2, 3, 4, 5, 6, 7	<p>Programmes of engagement are targeted to include people from and across under-represented/ disadvantaged communities.</p> <p>Ensure data gathering methods and public satisfaction surveys are capable of being disaggregated by protected characteristics.</p> <p>Raise awareness and use of the National Stakeholder Database.</p> <p>Make effective use of both Equality and Community Impact Assessments.</p> <p>Work with partners to understand the demography of local areas.</p> <p>Work with national equality groups to develop an activity measure in relation to levels of engagement and consequent contribution to service improvements.</p>	<p>Increase in the number of surveys/data gathering returns that are disaggregated by each protected characteristic.</p> <p>Increased levels of user satisfaction and confidence from those within, and across, protected groups.</p> <p>Increased use of the National Stakeholder Database.</p> <p>Relevant force processes, policies and strategies are informed and influenced by diverse community members.</p> <p>Relevant measures are developed in relation to engagement</p>

**Outcome 5: Everyone in Scotland is able to contact the police when they require our assistance and this experience is positive.**

Evidence base: 95% of initial contact to the police is via police communication centres; internal feedback has indicated communication barriers experienced by disabled and non-English speaking people; national and local consultation feedback from minority ethnic communities and disabled people; national good practice guide; feedback from community/lay advisors.

Duty	SG Priority	SPA Objective	Key Activities	Measures
1, 2, 3	1, 3, 4	1, 2, 3, 4, 5, 6, 7	<p>Work with equality groups to overcome the barriers experienced by those from and across protected groups when making first contact with the service.</p> <p>All front line and contact centre staff have the knowledge and technical support to manage contact from all members of our communities.</p> <p>First contact arrangements are available for those with hearing impairments and for whom English is not their first language.</p> <p>Enhance website usability for all protected groups.</p> <p>Ensure effective use of interpreting and translation services.</p> <p>The introduction of national '101' non-emergency number.</p>	<p>Increased use of alternative contact processes e.g.. SMS text, Text Relay, BSL interpreting and translation and Language Line.</p> <p>Increased user satisfaction of contact processes.</p> <p>Increased use of remote reporting opportunities.</p>

**Outcome 6: We have a workforce that is reflective of our communities to increase trust and confidence in the police.**

Evidence base: Internal equality monitoring data; 2011 Census data; Labour Market EHRC research; over 50's new work generation; changing needs of families, workers and employers; disability skills and employment; women working below their potential; Dignity at Work – Final Project Report (2007); Pay Gaps Across the Equality Strands: A Review (2009); Closing the Gender Pay Gap, (2008) TUC report.

Duty	SG Priority	SPA Objective	Key Activities	Measures
1, 2, 3	1, 3, 4	2, 4, 5, 6, 7	<p>Initiate positive action at a national level to improve the recruitment and promotion of under-represented staff.</p> <p>Formulate positive action targeted measures where the need is identified of under-represented staff.</p> <p>Work with staff associations and equality organisations to improve opportunities for people from and across protected groups.</p> <p>Raise staff understanding of the importance of equality monitoring.</p> <p>Ensure that we have the information and data collection mechanisms in place to quantify progress.</p> <p>Monitor impact on workforce diversity arising from police reform and ensure appropriate mitigating actions are put in place.</p> <p>Ensure the elimination of any pay gaps in relation to sex, race and disability.</p> <p>Review the Equal Pay Statement and Action Plan.</p>	<p>An increase in the recruitment and promotion of staff from and across under-represented groups.</p> <p>An increase in the number of special constables recruited from and across under-represented groups.</p> <p>Analysis of employment 'life-cycle' (recruitment, grievances, leaver, flexible working requests etc) to inform and measure workforce changes.</p> <p>A reduction in the number of 'choose not to disclose' returns in respect of equality monitoring.</p> <p>Use of the gender, disability and ethnicity information as a baseline in year one to set annual pay gap improvements over the next three years.</p> <p>Improve Stonewall Workplace Equality Index score each year.</p>

**Outcome 7: We have a workplace where people feel valued and are encouraged to maximise their potential to ensure the most efficient and effective service is delivered.**

Evidence base: Employer Guidance on Career Development and Training, EHRC; Delivering Equality and Diversity (2009), ACAS ; Opportunity NowBITC; Changing Gear: Quickening the Pace of Women’s Progression (2012); Race to Progress (2011), BITC; Disability Employment – Getting In, Staying In and Getting On, (2011); internal equality monitoring data.

Duty	SG Priority	SPA Objective	Key Activities	Measures
1, 2, 3	1, 3, 4	2, 4, 5, 6, 7	<p>Ensure that there is equal access to training and development opportunities.</p> <p>Use the occupational segregation information to identify relevant positive action to improve occupational integration of the workforce.</p> <p>Encourage applications for posts and departments from and across under-represented groups.</p> <p>Core equality competencies will form part of recruitment, promotion and Personal Development Reviews (appraisals).</p> <p>Develop the role of managers and the use of Personal Development Reviews to reinforce and identify equality good practice, behaviours and skills.</p> <p>Conduct a biennial staff survey ensuring that it can be disaggregated by protected characteristics.</p> <p>Analyse staff survey results by protected characteristics and initiate any mitigating action necessary.</p> <p>Consider nationally how ‘complaints against the police’ can be used as a relevant measure. Review grievances and disciplinary cases to identify any patterns/issues.</p>	<p>Increased applications for training and development, e.g. Diploma in Policing course, Accelerated Career Development Programme from, and across, under-represented groups.</p> <p>Reduction of occupational segregation within posts and departments.</p> <p>Review of equality monitoring data.</p> <p>Review and monitoring of staff attendance data. Improve Stonewall Workplace Equality Index score each year.</p> <p>A positive direction of travel in feedback from biennial staff surveys.</p>

## Appendix 3

### Police Scotland Scottish Police Authority Equality and Diversity Employment Monitoring: Key Findings

#### Introduction

These key findings are collated from equality in employment data collected by the eight Scottish legacy police forces, the SPSA and the SCDEA as at 28 February 2013 or where relevant for the 11-month period between 1st April 2012 and 28th February 2013.

#### Notes:

- The equality and diversity statistics within this report are based upon voluntary individual self-classification where individuals have the option to 'choose not to disclose'.
- The 'choose not to disclose' option is available for those individuals who do not want to declare information on one or more of the protected characteristics. The 'unknown' option is used when no information has been entered in the self-classification options and when the 'choose not to disclose' option has not been used.
- Percentages have been rounded to the nearest whole number.
- All information is based upon the information provided by staff.
- Figures are based on headcount and include those on a temporary contract but do not include agency workers.
- Figures also include individuals on any service break including career breaks, maternity leave etc.
- Figures of less than five will not be reported and will be grouped appropriately.
- Comparative figures used for 2010 are based upon data at 31 March 2010 or between 1st April 2009 and 31st March 2010.
- Workforce profile tables are included at the end of this appendix.

Although we are making progress, further work will need to be carried out on additional information required by the Equality Act 2010, specifically pregnancy and maternity and marriage and civil partnership. In addition to this there is also a requirement to publish data in relation to training and development.

We will continue to address data gaps over the next few years. We recognise that amendments to HR IT systems demand considerable development and implementation time, and have major impacts in relation to cost and managing other critical national and local IT priorities.

The current reporting situation is:

#### **Pregnancy and maternity**

At this time meaningful information is not held on a national basis for all members of staff. Further work will be carried out in this area.

#### **Marriage and Civil Partnership**

Monitoring on the grounds of marriage and civil partnership is under future consideration. More detailed discussion will be undertaken post April 2013 when a full review of employment monitoring will be undertaken to enable us to progress to report information on a national basis and in line with best practice. The SCOPE HR IT system does have the functionality to undertake this monitoring however at the present time this data is not held nationally for all staff.

## Training

The EHRC has given guidance that the monitoring of training should be proportionate to the business needs. At the present time this data is not held on a national basis for all members of staff. In addition further discussion is required as to whether all training should be monitored or only non-compulsory training and this will be subject to review and discussion.

## Key Findings

### 1 Workforce Profiles

#### Overall Totals

- The number of police officers (headcount) increased from 17,731 at 31/03/2010 to 17,830 at 28/02/2013, an increase of less than 1%.
- The number of police staff (headcount) increased from 7,274 at 31/03/2010 to 7,411 at 28/02/2013, an increase of 2%.
- The number of special constables (headcount) has decreased from 1,683 at 31/03/2010 to 1371 at 28/02/2013, a decrease of 19%.

#### Sex

- The percentage of female police officers has increased from 26% at 31/03/2010 to 28% at 28/02/2013, an increase of 2%.
- The percentage of female police staff decreased from 65% at 31/03/2010 to 63% at 28/02/2013, a decrease of 2%.
- The percentage of female special constables at 31/03/2010 was 37% and remains static at 28/02/2013.

#### Age

- The age profiles for police officers and police staff reflect the age groups of those in employment as outlined within the Labour Force Survey, ONS. 2011
- The 35-44 age group accounts for 37% of police officers at 28/02/2013. This was the most common age group at 31/03/2010, accounting for 40% of all police officers.
- The 45-54 age group accounts for 32% of police staff at 28/02/2013. This was the most common age group at 31/03/2010, accounting for 30% of all police staff.
- The 25-34 age group accounts for 31% of special constables at 28/02/2013. At 31/03/2010, the most common age group was 16-24, accounting for 30% of special constables.

#### Ethnicity

- The percentage of minority ethnic police officers was 1% at 31/03/2010 and remains static at 28/02/2013.
- The percentage of minority ethnic police staff was 1% at 31/03/2010 and remains static at 28/02/2013.
- The percentage of minority ethnic special constables was 2% in 2010 decreasing to 1% in 2013.
- Note: Minority Ethnic figures throughout the document include those who have self-classified their ethnic origin as Mixed Ethnic Group, Pakistani, Indian, Bangladeshi, Chinese, Other Asian Background, African, Other African Background, Caribbean, Black, Other Caribbean or Black Background, Arab, Other Ethnic Group.

## Disability

- The percentage of police officers where a disability has been advised has increased from 2% at 31/03/2010 to 3% at 28/02/2013.
- The percentage of police staff where a disability has been advised has increased from 3% at 31/03/2010 to 6% at 28/02/2013.
- The percentage of special constables where a disability has been advised was less than 1% at 2010 and remains static at 28/02/2013.
- Note: Disability includes those who have advised that they consider themselves to have a disability and where a disability has been advised through another source such as the occupational health provider, a recruitment process or other selection process.

## Sexual Orientation

- The percentage of police officers who have identified themselves as gay, lesbian or bisexual has increased from 1% at 31/03/2010 to 2% at 28/02/2013.
- The percentage of police staff who have identified themselves as gay, lesbian or bisexual has increased from less than 1% at 31/03/2010 to 2% at 28/02/2013.
- The percentage of special constables who have identified themselves as gay, lesbian or bisexual has increased from 1% at 31/03/2010 to 4% at 28/02/2013.

## Religion or Belief

- Police officers who self-classified as having an other religion/belief increased from 1% at 31/03/2010 to 5% at 28/02/2013. 13% of police officers chose not to disclose their religion/belief at 31/03/2010 and 28/02/2013.
- Police staff who self-classified as having an other religion/belief increased from 2% at 31/03/2010 to 6% at 28/02/2013. Proportionately there has been an increase in the number of police staff who have chosen not to disclose their religion/belief from 9% at 31/03/2010 and 11% at 28/02/2013.
- Specials constables who self-classified as having an other religion/belief increased from 1% at 31/03/2010 to 4% at 28/02/2013. 41% of special constables have an unknown religion or belief at 28/02/2013 compared to 69% at 31/03/2010.

Note - Other religions include those who have self-classified as Buddhist, Hindu, Jewish, Muslim, Sikh and an option for 'Other' where a specific religion or belief is not specified within the Census 2011 categories.

## 2 Recruitment

### Police Officers

**Sex:** Between April 2012 and February 2013, 26% of applications received were from female applicants and 73% from male applicants, compared to 28% of applications from female applicants and 72% from male applicants between April 2009 and March 2010. 35% of those appointed between April 2012 and February 2013 were female compared to 34% between April 2009 and March 2010.

Note: 1% of applicants did not disclose their sex on their Equality and Diversity Monitoring form.

**Ethnicity:** The percentage of applications received from applicants who have self-classified as coming from a minority ethnic background remains static at 4% for the reporting periods, April 2009 to March 2010 and April 2012 to February 2013. The percentage of applicants appointed

also remains static at 2% for the reporting periods, April 2009 to March 2010 and April 2012 to February 2013.

**Disability:** The percentage of applications received from applicants who advised they had a disability has increased from less than 1% between April 2009 and March 2010 to 2% between April 2012 and February 2013. The percentage of applicants appointed who advised they had a disability has increased from less than 1% between April 2009 and March 2012 to 1% between April 2012 and February 2013.

## **Police Staff**

The figures noted below are based upon the legacy forces/agencies who were able to provide this information. The number of applications received includes both internal and external recruitment opportunities.

**Sex:** Between April 2012 and February 2013, 62% of applications received were from female applicants and 36% from male applicants, compared to 60% from female applicants and 40% from male applicants between April 2009 and March 2010. 40% of those successful between April 2012 and February 2013 were male and 40% of those successful between April 2009 and March 2010 were male.

Note: 1% of applicants did not disclose their sex on their Equality and Diversity Monitoring form.

**Ethnicity:** The percentage of applications received from applicants who have self-classified as coming from a minority ethnic background has increased from 3% between April 2009 and March 2010 to 5% between April 2012 and February 2013. The percentage of applicants appointed remains static at 2% for the reporting periods April 2009 to March 2010 and April 2012 to February 2013.

**Disability:** The percentage of applications received from applicants who advised they had a disability remains static at 2% for the reporting periods April 2009 to March 2010 and April 2012 to February 2013. The percentage of applicants who were successful and who advised they had a disability has increased from 1% between April 2009 and March 2012 to 3% between April 2012 and February 2013.

## **Special Constables**

**Sex:** Between April 2012 and February 2013, 37% of applications received were from female applicants and 62% from male applicants, compared to 39% from female applicants and 70% from male applicants between April 2009 and March 2010. 38% of those appointed between April 2009 and March 2010 were female and 38% appointed between April 2012 and February 2013 were female.

Note: 1% of applicants did not disclose their sex on their Equality and Diversity Monitoring form.

**Ethnicity:** The percentage of applications received from applicants who have self-classified as coming from a minority ethnic background has decreased from 5% between April 2009 and March 2010 to 2% between April 2012 and February 2013. The percentage of applicants appointed has decreased from 4% between April 2009 and March 2010 to 2% between April 2012 and February 2013.

**Disability:** The percentage of applications received from applicants who advised they had a disability has increased from 0% between April 2009 and March 2010 to 2% between April 2012 and February 2013. The percentage of applicants appointed who advised they had a disability has increased from 0% between April 2009 and March 2010 to 0.5% between April 2012 and February 2013.

### **The Police Officer Accelerated Career Development Programme**

This is open to serving police officers who meet certain criteria and provides carefully selected experience as part of a programme from which police officers, who hope to be promoted to senior rank eventually, may benefit. Between April 2012 and February 2013, 62 applications for the Accelerated Career Development Programme were received. 29% of applications were from female police officers. 3% of all applications received were successful. Due to the low numbers no further analysis can be carried out, however, this is an area that will be progressed during the next reporting period.

### **3 Service Profiles**

**Police Officers:** 48% of all police officers have between 0-10 years service at 28/02/2013 compared to 50% at 31/03/2010. 6-10 years service accounts for 20% of all police officers at 28/02/2013 compared to 19% at 31/03/2010. 11% of police officers have 0-2 years service at 28/02/2013 compared to 18% at 31/03/2013.

**Police Staff:** 60% of all police staff have between 0-10 years service at 28/02/2013 compared to 63% at 31/03/2010. 0-2 years service accounts for 11% of all police staff at 28/02/2013 compared to 23% at 31/03/2010.

**Special Constables:** 40% of all special constables have between 0-2 years service at 28/02/2013 compared to 50% at 31/03/2010. Special constables have a very different service profile, which is attributable to it being a voluntary role. It is also quite common for a number of individuals to join the special constabulary to gain an insight into the role of a police officer prior to undertaking this as a career choice.

### **4 Rank Profile**

- Police officer promoted posts includes those currently at the rank of sergeant or above and are inclusive of those who hold a temporary promotion.
- At 28/02/2013, 22% of police officers were in a promoted post compared with 23% at 31/03/2010. The proportion of promoted posts occupied by female police officers at 28/02/2013 was 20% compared to 16% at 31/03/2010.
- At 28/02/2013, 15% of all female police officers and 25% of all male police officers were in promoted posts compared to 14% of all female police officers and 26% of all male police officers at 31/03/2010.
- 13% of police officers in superintendent ranks and above were female at 28/02/2013, compared with 12% at 31/03/2010.
- No data is available to comment about police officer rank for ethnicity and disability.

## **5 Promotion**

Note: there is no comparative data between April 2009 and March 2010.

### **Police Officers**

- To be considered for promotion, police officers must have passed the relevant police promotion qualifications relevant to the rank.
- Between April 2012 and February 2013, 22% of police officers promoted either substantively or temporarily were female.
- Between April 2012 and February 2013, less than 1% of police officers who have self-classified as coming from a minority ethnic background were promoted.

### **Police Staff**

The opportunity for police staff to move into higher graded posts can be very limited at times and is dependent upon a number of factors. Police staff will generally have to apply for higher graded posts by applying for the appropriate role.

Between April 2012 and February 2013, 70% of those promoted either on a permanent or temporary basis were female and 30% were male. Less than 1% of those promoted self-classified as coming from a minority ethnic background.

## **6 Flexible Working Requests**

### **Police Officers**

- In 2012/13, overall there were 561 applications and in 2009/10 there were 610 applications. Only 5 were refused in 2012/13, down from 19 in 2009/10.
- Between April 2012 and February 2013, 81% of the flexible working requests received and approved were from female police officers and 19% from male police officers, compared to 82% from female police officers and 18% from male police officers between April 2009 and March 2010.
- 68% of requests received from female police officers between April 2012 and February 2013 were for part-time working, compared to 72% between April 2009 and March 2010. It should be borne in mind that some requests may be to amend part-time hours and not necessarily reducing hours from full-time to part-time.
- 64% of requests received from male police officers between April 2012 and February 2013 were for a variance in shift pattern, compared to 39% between April 2009 and March 2010.
- 1% of flexible working requests which were made and approved between April 2012 and February 2013, were from police officers who self-classified as coming from a minority ethnic background compared to less than 1% between April 2009 and March 2010.
- 3% of flexible working requests, which were made and approved between April 2012 and February 2013, were from police officers who advised that they have a disability, compared to 2% between April 2009 and March 2010.

### **Police Staff**

- In 2012/13, overall there were 444 applications and in 2009/10 there were 284 applications. Only 7 were refused in 2012/13, down from 19 in 2009/10.
- Between April 2012 and February 2013, 82% of the flexible working requests received and approved were from female police staff and 18% from male police staff, which was also the case between April 2009 and March 2010.

- 37% of requests received from female police staff between April 2012 and February 2013 were for part-time working, compared to 42% between April 2009 and March 2010. It should be borne in mind that some requests may be to amend part-time hours and not necessarily reducing hours from full-time to part-time.
- 35% of requests received from male police staff between April 2012 and February 2013 were for compressed hours on a full-time basis. In comparison, between April 2009 and March 2010, 40% of requests were for a variance in shift pattern.
- 1% of flexible working requests which were made and approved between April 2012 and February 2013, were from police staff who self-classified as coming from a minority ethnic background compared to less than 1% between April 2009 and March 2010.
- 2% of flexible working requests, which were made and approved between April 2012 and February 2013, were from police staff who advised that they have a disability, compared to 3% between April 2009 and March 2010.

## **7 Leavers**

### **Police Officers**

- Between April 2012 and February 2013, female police officers accounted for 18% of all police officer leavers compared with 13% between April 2009 and March 2010.
- Between April 2012 and February 2013, Retirement on Completion of Service accounted for 49% of all police officer leavers. 56% of male police officers left for this reason compared to only 17% of female police officers. 28% of all police officer leavers resigned, however, 49% of all female police officer leavers resigned, compared to 23% of all male police officer leavers.
- 1% of police officer leavers self-classified as coming from a minority ethnic background between April 2012 and February 2013, compared to 1% between April 2009 and March 2010.
- 9% of police officer leavers who advised they had a disability left between April 2012 and February 2013 compared to less than 1% between April 2009 and March 2010. This difference is due to improved equality and diversity monitoring of disability.

### **Police Staff**

- Between April 2012 and February 2013, male police staff accounted for 43% of all police staff leavers compared with 35% between April 2009 and March 2010.
- Between April 2012 and February 2013, resignation accounted for 56% of all police staff leavers. 47% of male police staff left for this reason compared to 64% of female police staff who left. 27% of all police staff left for other reasons, which accounted for 24% of all female police staff leavers and 30% of all male police staff leavers.
- 2% of police staff leavers self-classified as coming from a minority ethnic background between April 2012 and February 2013, compared to 1% between April 2009 and March 2010.
- 7% of police staff leavers who advised they had a disability left between April 2012 and February 2013, compared to 2% between April 2009 and March 2010. This difference is due to improved equality and diversity monitoring of disability.

### **Special Constables**

- Between April 2012 and February 2013, female special constables accounted for 40% of all special constable leavers compared with 45% between April 2009 and March 2010.
- Between April 2012 and February 2013, resignation accounted for 70% of all special constable leavers. 74% of female special constables left for this reason, compared to 67% of male special constables. 24% of special constable leavers were appointed to the police

service as probationary constables. 22% of female special constable leavers and 25% of male special constable leavers were appointed to the police service as probationary constables.

- 3% of special constable leavers self-classified as coming from a minority ethnic background between April 2012 and February 2013, compared to 1% between April 2009 and March 2010.
- 0% of special constable leavers who advised they had a disability left between April 2012 and February 2013 which was also the case between April 2009 and March 2010.

## Workforce Profiles

### Sex

	Police Officers	Police Staff	Special Constables
Male	72%	37%	63%
Female	28%	63%	37%

### Age

Age Group	Police Officers	Police Staff	Special Constables
16-24	6%	3%	28%
25-34	32%	19%	31%
35-44	37%	27%	19%
45-54	24%	32%	16%
55-64	<1%	19%	6%
65+	0%	<1%	<1%
Unknown	0%	0%	<1%

### Ethnicity

Minority Ethnic includes those who have self-classified their ethnic origin as Mixed Ethnic Group, Pakistani, Indian, Bangladeshi, Chinese, Other Asian Background, African, Other African Background, Caribbean, Black, Other Caribbean or Black Background, Arab, Other Ethnic Group

Ethnic Origin	Police Officers	Police Staff	Special Constables
White	93%	95%	76%
Minority Ethnic	1%	1%	1%
Choose not to Disclose	4%	2%	<1%
Unknown	1%	1%	23%

### Disability

	Police Officers	Police Staff	Special Constables
Yes	3%	6%	<1%
No	92%	89%	62%
Choose not to Disclose	3%	2%	4%
Unknown	2%	3%	33%

## Sexual Orientation

	Police Officers	Police Staff	Special Constables
Gay/Lesbian/Bisexual	2%	2%	4%
Heterosexual	76%	80%	51%
Choose not to Disclose	10%	8%	3%
Other	<1%	<1%	0%
Unknown	12%	10%	42%

## Religion/Belief

Christian religions include those who have self-classified as Church of Scotland, Roman Catholic or Other Christian.

Other religions include those who have self-classified as Buddhist, Hindu, Jewish, Muslim, Sikh and an option for 'Other' where a specific religion or belief is not specified within the Census 2011 categories.

	Police Officers	Police Staff	Special Constables
Christian Religions	40%	44%	24%
Other Religions	5%	6%	4%
Choose not to Disclose	13%	11%	2%
No Religion or Belief	32%	30%	29%
Unknown	10%	10%	41%

## Appendix 4

### Police Scotland Scottish Police Authority Equal Pay Statement 2013

Scottish Police Authority (SPA) is responsible for the terms and conditions for all members of staff and for the implementation of pay and reward structures for members of staff working within SPA. Police Scotland (PS) is responsible for the implementation of pay and reward structures for police officers and members of staff working within PS. SPA and PS have worked in partnership to develop this joint equal pay statement and will continue to work in partnership to achieve the commitments and actions laid out in this statement.

We are committed to promoting and embedding equality of opportunity and diversity into our employment practices including those that impact on pay, such as training, development, promotion, overtime etc. This includes equality regardless of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race (including colour, nationality (including citizenship) ethnic or national origins), religion or belief (including a philosophical or no belief), sex and sexual orientation.

This extends to the way we reward our people. We are committed to the principle of equal pay on the grounds of gender for all our police officers and members of staff and aim to ensure equal pay for like work, work rated as equivalent and work of equal value.

We believe that in eliminating gender bias from pay systems we are:

- eliminating discrimination, harassment, victimisation and any other prohibited conduct
- advancing equality of opportunity
- promoting positive relations amongst staff and the wider community

To achieve equality of financial reward for police officers and staff, we aim to operate reward systems that are transparent, based on objective criteria and free from gender bias.

It is important that police officers and members of staff have confidence in our processes so we will continue to work with the recognised trade unions, staff associations and diversity staff groups to ensure equality within our reward policy and practice.

Most members of staff retain remuneration outcomes that were derived from a number of differing analytical job evaluation schemes and associated pay structures. This is due to staff being transferred from predecessor forces and agencies across Scotland on 1st April 2013 with protected terms and conditions. We have adopted an interim job evaluation scheme and pay structure to ensure a continued analytical approach to pay and grading. We will aim to move towards developing a national Job Evaluation Scheme to allow us to implement a single pay and grading structure as soon as practically possible to increase fairness and transparency in all remuneration and reward practices.

Police officer pay is established by Scottish ministers. Although we do not determine the pay systems for police officers, we are committed to identifying and taking appropriate actions within our control to support pay equality. Any findings outwith our control will be notified to Scottish Ministers.

## **Objectives and Actions**

We have reviewed our gender pay gap and occupational segregation to assist in identifying objectives and actions in relation to equal pay. Gender pay gap and occupational segregation figures are included at the foot of this statement.

Our objectives are to:

- Eliminate any unfair, unjust or unlawful practices that impact on pay (including overtime) or reward,
- Where any inequality may arise, investigate promptly and take appropriate remedial action as required,
- Continually scrutinise our pay and grading structures and processes, to eradicate any potential areas of gender discrimination.

In support of this commitment to equal pay, we will:

- Review our reward policy and practice so that trends and any anomalies are identified, investigated and resolved.
- Continue to use job evaluation in establishing pay for police staff members and move towards a single job evaluation scheme.
- Identify, examine and address occupational segregation where it is found.
- Provide training and guidance for those involved in determining pay and the job evaluation process.
- Inform police officers and members of staff of how reward practices work and how their own reward is determined.
- Respond to grievances and other concerns on equal pay as a priority.
- Discuss and agree changes to reward policy with trade union representatives, where appropriate.
- Establish monitoring systems to identify trends and measure progress.
- Carry out regular monitoring of the impact of pay practices.
- Extend work around equal pay to cover race and disability by 30 April 2015.

This policy is owned by the SPA Executive Team and Police Scotland Executive Team and reviewed by the Human Resources team. It was last reviewed in April 2013 and will next be reviewed by April 2015.

## **Gender Pay Gap**

The gender pay gap is the difference between men's and women's average hourly earnings (excluding overtime).

The gender pay gap for police officer base pay (excluding allowances and overtime) is 7.0%. The gender pay gap for staff base pay (excluding allowances and overtime) is 12.4%. This increases to 13.1% when calculated including shift allowance + weekend working allowance.

## **Occupational Segregation**

Occupational segregation refers to the clustering of men and women into different levels of work (vertical segregation) and into different types of work (horizontal segregation).

Considerable work has been undertaken by previous Scottish forces to identify and address occupational segregation and we will continue this work to ensure ongoing progress in this area.

## Vertical Segregation

The tables below show the percentage of male and female police officers at each rank.

Police Officers	Female (%)	Male (%)
Constable	30.6	69.4
Sergeant	20.0	80.0
Inspector	18.4	81.6
Chief Inspector	14.5	85.5
Superintendent	12.0	88.0
Chief Superintendent	14.5	85.5
ACC, DCC and CC	8.8	91.2
Total	27.9	72.1

The tables below show the percentage of male and female staff at each salary group.

Staff	Female (%)	Male (%)
< 15k	87.0	13.0
15 - < 25k	65.8	34.2
25 - < 35k	50.9	49.1
35 - < 45k	44.2	55.8
45 - < 55k	44.4	55.6
55 - < 65k	45.2	54.8
65 - < 75k	22.2	77.8
> 75k	38.5	61.5
Total	61.9	38.1

## Horizontal Segregation

We are currently unable to identify horizontal segregation among police officers and staff due to the current variations in job titles and department structures across Scotland. Work is being done to review this to allow future reporting on a national basis.

This document can be made available in other languages, large print, Braille or audio by contacting Police Scotland Corporate Communication department.

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